

City of Lincoln, Nebraska

FY 2003 Action Plan One-Year Use of Funds for HUD Entitlement Programs

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TABLE OF CONTENTS

INTRODUCTION	I-1
Purpose	I-2
Development of the Action Plan	I-3
Proposed Uses of Funds and Dollars Leveraged	I-4
FY 2003 Action Plan Budget	I-5
Other Resources	I-6
Strategy Implementation	I-7
Neighborhood Revitalization Strategy Area	I-8
Map of NRSA and Low-to-Moderate Income Areas	I-9
HOUSING	II-1
Safe and Decent Housing	II-1
Home Ownership Opportunities	II-3
New Housing Development	II-5
HOMELESSNESS	III-1
Homeless Prevention	III-1
Emergency Shelter and Services	III-1
Transitional Housing Needs	III-2
Continuum of Care Planning and Development	III-2
ECONOMIC DEVELOPMENT	IV-1
Job Creation and Business Development	IV-1
Workforce Development	IV-3
NEIGHBORHOOD REVITALIZATION	V-1
Public Improvements	V-1
Removal of Blight	V-2
Neighborhood Revitalization Planning and Development	V-4
PROGRAM ADMINISTRATION, PLANNING, AND	
CAPACITY BUILDING	VI-1
General Program Administration	VI-1
Program Planning and Development	VI-2
Capacity Building	VI-2
Public Participation and Information	VI-3
Fair Housing	VI-4
COMMUNITY SERVICES AND FACILITIES	VII-1
Human Services Programs	VII-1
Neighborhood and Community Facilities	VII-1

INTRODUCTION

The ***FY 2003 Action Plan: One Year Use of Funds*** is the fourth and final of the annual plans based on Lincoln's *Consolidated Plan FY 2000 - FY 2003 for HUD Entitlement Programs*. This consolidated plan, the second completed in response to "new" planning requirements established by HUD in 1994, is a four-year strategic plan that brings needs and resources together in a coordinated housing and community development strategy. As part of the new consolidated plan requirements, HUD set forth three major statutory goals to be achieved to meet the primary objective of Title I of the Housing and Community Development Act of 1974, as amended--**the development of viable urban communities**. These goals are to:

- 1) **provide decent housing,**
- 2) **a suitable living environment, and**
- 3) **expand economic opportunities.**

The ***Consolidated Plan*** establishes a unified vision for community development actions by integrating economic, physical, environmental, community, and human development in a comprehensive and coordinated fashion. The Plan presents statistical and analytical information that provides an overall picture of the housing and community development needs of the jurisdiction. This information is then used to establish priorities and allocate resources accordingly. The information is also the basis for developing objectives in accordance with the statutory goals of providing decent housing, providing a suitable living environment, and expanding economic opportunities. The Consolidated Plan sets forth goals, objectives, and performance benchmarks for measuring progress. The Plan also establishes a framework for assessing new knowledge and experience and for identifying how they can add to a successful plan for revitalization.

For each year covered by the Consolidated Plan, the city must develop an *Action Plan: One Year Use of Funds*. This Action Plan identifies the activities that will be undertaken to address priority needs and local objectives with anticipated program income and funds received during the next program year under the Community Development Block Grant (CDBG), the HOME Investment Partnerships Act (HOME), and the Emergency Shelter Grant (ESG) programs. The annual plan also includes information on other programs and resources that help to meet the City's housing and community development needs, such as HUD's Section 8, Public Housing Comprehensive Grant, and Supportive Housing (SHP) programs; the State of Nebraska's Homeless Shelter Assistance Trust Fund (HSATF) and Affordable Housing Trust Fund (AHTF); and, Nebraska Investment Finance Authority (NIFA) programs.

Lincoln's ***Consolidated Plan FY 2000 - FY 2003*** was completed in July of 2000. Because the plan is an inter-censal (occurring after the 1990 Census and before the availability of the 2000 Census information) document, the City, in partnership with the Lincoln Housing Authority, contracted with a planning consultant, Gilat Planning and Research, to complete a Housing Needs Assessment and Market Analysis that would provide updated information for establishing goals and objectives. This Assessment/Analysis, which is published as a separate document, forms the backbone of the *Consolidated Plan 2000* and subsequent Action Plans. Other information used includes, but is not limited to:

- a Homeless Needs Assessment and Gaps Analysis;
- a detailed housing conditions analysis based on County Assessor property records;
- a cumulative lending analysis and fair lending analysis based on 1990-98 Home Mortgage Disclosure Act (HMDA) data;
- a geographic analysis of Section 8 certificates and vouchers;
- a Facilities Improvement Survey of local human service providers;
- the Lincoln/Lancaster County Human Services Needs Assessment and Comprehensive Plan; and,
- HUD's Community 2020 software (primarily for mapping and geographic analysis).

Purpose

The purpose of the 2003 Annual Action Plan is to:

1. Outline the City's strategies to address priority needs in the following areas: housing, homeless (Continuum of Care), economic development, neighborhood revitalization, and overall planning and capacity building;
2. Describe the programs and activities that will be undertaken by the City in fiscal year 2003 (September 1, 2003 - August 31, 2004) to further the four-year strategies contained in the Consolidated Plan. These programs must meet the three basic goals prescribed by HUD and include programs that:

Provide decent housing by:

- assisting homeless persons with emergency shelter and affordable (including transitional and permanent) housing;
- preserving the existing housing stock;
- retaining the affordable housing stock;
- increasing the availability of permanent housing that is affordable to low-income persons without discrimination; and
- increasing supportive housing that includes structural features and services to enable persons with special needs to live in dignity.

Provide a suitable living environment by:

- improving the safety and livability of neighborhoods;
- increasing access to quality facilities and services;
- reducing the isolation of income groups within areas by deconcentrating housing opportunities and revitalizing deteriorating neighborhoods;
- restoring and preserving natural and physical features of special value for historic, architectural, or aesthetic reasons; and
- conserving energy resources.

Expand economic opportunities by:

- creating jobs accessible to low- and very low-income persons;
- providing access to credit for community development that promotes long-term economic and social viability;
- providing low-income persons with skills to improve their employability;
- empowering low-income persons to achieve self-sufficiency; and
- providing supportive or service-enriched housing to enable families to work towards self-sufficiency.

The Action Plan also identifies activities that prevent the incidence of homelessness and help homeless persons attain self-sufficiency and independent living. Other actions include fair housing activities, public housing improvements and resident initiatives, evaluation and reduction of lead-based paint hazards, developing institutional structures, and enhancing coordination between public and private entities. Where applicable, these actions are contained within a priority need area.

3. Describe the goals/benchmarks that will be met by the City in the 2003 program year; and
4. List the resources that will be used to further the City's strategies. In particular, the Action Plan prescribes how the following 2003 program year funds (including program income and carryover) will be distributed: \$3,727,400 in CDBG funds, \$1,826,852 million in HOME funds, and \$75,000 in ESG funds.

Development of the Action Plan

The *FY 2003 Action Plan: One Year Use of Funds* was developed with the assistance of the Community Development Task Force, a 25 member citizen advisory group, appointed by Lincoln's Mayor. The task force is comprised of constituents from typically underrepresented populations, including racial and ethnic minorities, as well as those from local government organizations and the business community. Over half of the task force membership consists of representatives of low-to-moderate income neighborhoods. Members include those from financial institutions, the real estate industry, other businesses, the city council, social service agencies, and community-based organizations. This heterogeneous membership provides for a diversity of opinions and perspectives in the review of the City's programs. Planning is carried out by three standing committees of the Task Force: Housing, Community Services, and Community Revitalization. The Housing Committee also has oversight of the public improvements carried out in focus areas.

The committees work with Urban Development Department staff to review programs and allocations and develop recommendations for funding and program direction. Recommendations of the committees were presented, discussed, and approved by the full task force during a public meeting and task force Work Session held April 3, 2003. Minutes from the Work Session is contained in Appendix A. Final approval of the document by the task force was made at a public hearing held on June 5, 2003. (Also see Appendix A for comments.) A legal notice for the public hearing and public comment period was published in the Lincoln Journal Star. Public comment was also invited with an announcement of the availability of the Action Plan (and Consolidated Plan) in the *Urban Page*, the Urban Development Department's quarterly newsletter, with a circulation of 1,800.

Additionally, 150 copies of the plan were mailed to human service providers, neighborhoods, and organizations. The plan was also posted on the Urban Development web page.

The *FY 2003 Action Plan: One Year Use of Funds* was also reviewed by the Lincoln/Lancaster Planning Commission and determined to be in compliance with the *Lincoln-Lancaster County Comprehensive Plan* (May 28, 2003). It was approved by the City Council, by resolution, at a televised public hearing on June 16, 2003.

Proposed Uses of Funds and Dollars Leveraged

The table below summarizes the planned uses of the City's FY 2003 Federal entitlement grants (CDBG, HOME, and ESG), estimated program income, and estimated prior year carryover. This table also includes estimated dollars that will be leveraged by these three programs. However, the table does not include other public and private funds that are not directly leveraged by CDBG, HOME, and ESG funds, but that further the City's community development strategy. Many of the funds discussed in the following section are also identified in the Strategies sections of the plan.

Table 1: Program Area Budgets and Leveraged Resources

PROGRAMMATIC AREA	FY 2003 Budget	% of Total	Leveraged Resources	Total Resources
Housing	\$3,365,466	60%	\$4,967,000	\$8,332,466
Continuum of Care	\$100,000	2%	\$325,000	\$425,000
Economic Development	\$844,800	15%	\$2,538,988	\$3,383,788
Neighborhood Revitalization	\$915,591	12%	\$1,343,344	\$1,816,400
Administration	\$634,214	11%	0	\$634,214
TOTAL	\$5,860,071	100%	\$9,174,332	\$14,591,868

The budgets on the following pages indicate program/project allocations for CDBG, HOME, and ESG funds. These programs and projects are more fully described in the Strategies sections and in the Listing of Proposed Projects in Appendix B.

Table 2: FY 2003 Action Plan Budget

CDBG	
Sources:	
FY2003 Community Development Block Grant Entitlement	\$2,179,000
Budgeted Program Income	700,000
Estimated Prior Year Carryover	1,092,553
TOTAL	3,971,553
Uses:	
ADMINISTRATION	
Administration	148,379
Community Development Staffing	398,829
IRIS Tracking (See Continuum of Care, Goal 4, Strategy 1)	20,000
Fair Housing	5,000
HOUSING	
Home Improvement Loan Program	150,000
Direct and Deferred Loan Program	200,000
Emergency Repair Program	85,000
PRIDE Program	55,000
Investor Owner Rehabilitation Loan Program	150,000
Relocation - Temporary/Permanent	10,000
Housing Rehabilitation Administration	354,624
Barrier Removal Program	45,000
Lead Based Paint Abatement Program	129,996
Neighborhoods Inc. First-Time Homebuyer Training (CBDO)	86,000
Housing Development Loan Program	360,000
NEIGHBORHOOD REVITALIZATION	
Public Improvements in Focus Areas	269,900
Vine Street Revitalization	216,191
Redevelopment Activities	50,000
Special Assessment Paving	20,000
Tree Management Program and Demolition of Secondary Structures	12,500
Neighborhoods Inc. Heart of Lincoln Program (CBDO)	30,000
Antelope Valley Community Revitalization	317,000
ECONOMIC DEVELOPMENT	
Job Creation and Business Development	380,493
Neighborhood Business Assistance Program	50,000
Facade Improvement Program	104,000
SELF Program	105,000
WIA One-Stop Delivery System	113,596
Administration	91,711
TOTAL	\$3,958,219

HOME	
Sources:	
FY2003 Home Investment Partnership Program	\$1,264,852
Budgeted Program Income	140,000
Estimated Prior Year Carryover	422,000
TOTAL	\$1,826,852
Uses:	
ADMINISTRATION	
Administration Staffing	62,006
HOUSING	
Owner-Occupied Rehabilitation Loan Program	192,000
Lead-Based Paint Abatement Program	100,000
First Home Program (1 st time homebuyer program)	656,083
Troubled Property Program (CHDO)	50,000
CHDO Loan Set-aside	189,728
Housing Development Loan Program	552,035
CONTINUUM OF CARE	
Security Deposits for Homeless Families (TBRA)	25,000
TOTAL	\$1,826,852

ESG	
Source:	
FY2003 Emergency Shelter Grant Program	\$75,000
Uses:	
CONTINUUM OF CARE	
Homeless Prevention	22,500
Operating Costs of Homeless Facilities	41,700
Transitional Client Services	10,800
TOTAL	\$75,000

Other Resources

As administering agency for Lincoln's federal community development funds, the Urban Development Department is the lead agency responsible for the development, implementation, and monitoring of the City's community development strategies. Successful implementation of the strategies, however, can only be achieved in partnership with other public and private entities in the community. Many entities, both public and private, contribute to the development of Lincoln by specializing in the provision of services in the areas of affordable or supportive housing, economic development, or general health and well-being of our citizens.

In addition to CDBG, HOME, and ESG funds, there are many other federal, state, and local resources that contribute to the goals of providing for and expanding the availability of decent housing, a suitable living environment, and economic opportunities in Lincoln. For instance, in FY 2003, the Lincoln Housing Authority will administer about \$11.8 million in HUD funding for the administration and subsidization of housing for very low-income renters. LHA administers 2,864 HUD Section 8 vouchers and operates 320 low-rent public housing units with the assistance of HUD funding. Another \$580,056 comes from HUD for the modernization existing publically- and privately-owned housing units. An additional 91 units of elderly housing and 32 scattered site units are receiving rental assistance through the HUD Section 8 new construction program.

Other programs support local housing, homelessness, and community development efforts. The Lincoln/Lancaster United Way allocates approximately \$2.8 million each year for human services (including homeless services) in the City, and the City and County through the Joint Budget Committee will contribute another \$1.9 million to these activities. NIFA will provide assistance to first-time home buyers for the purchase or purchase and rehabilitation of an estimated 375 homes. The State of Nebraska has established trust funds for both homeless assistance and affordable housing. Housing trust fund dollars will be used to construct 20 new single-family homes and rehabilitate 20 existing homes. There are numerous other funding sources also available, and where possible (known), many of these are detailed within the strategies portions of this plan.

Strategy Implementation

Action Plan strategies are organized under five priority needs areas:

- **Housing,**
- **Homelessness (also called Continuum of Care),**
- **Economic Development,**
- **Neighborhood Revitalization, and**
- **Administration, Planning, and Capacity Building.**

However, strategies and proposed actions often crossover between priority needs areas. For instance, actions taken to improve housing conditions also promote neighborhood revitalization.

Under the strategies, program and/or activity descriptions, goals, dollar resources needed, and their sources are included. To the extent possible, programs carried out by private or other public agencies that help to achieve overall goals are also identified.

Within all these strategies is the underlying goal of reducing poverty, a long-term effort carried out by programs and projects that: (1) improve places (poor areas) by rebuilding neighborhoods, or (2) assist people in obtaining the skills and support needed to achieve self-sufficiency. These two overall strategies are further supported by numerous public and private programs which work to meet the basic needs of the City's poorest households. Combined, these programs form an anti-poverty strategy that strives to eliminate or, at least, reduce the effects of poverty.

Neighborhood Revitalization Strategy Area

The Neighborhood Revitalization Strategy Area (NRSA), shown in Figure 1, is comprised of most of the City's oldest neighborhoods, including Clinton, Malone, Hartley, Downtown, North Bottoms, and Everett, as well as portions of Near South, Woods Park, and South Salt Creek. Determination of the NRSA was made based on existing housing conditions showing deterioration and a high-risk of lead poisoning, as well as a demographic analysis including household income, households with public assistance income, households with no earnings, minority households, and female-headed households with and without children, in total indicating an area of greatest need.

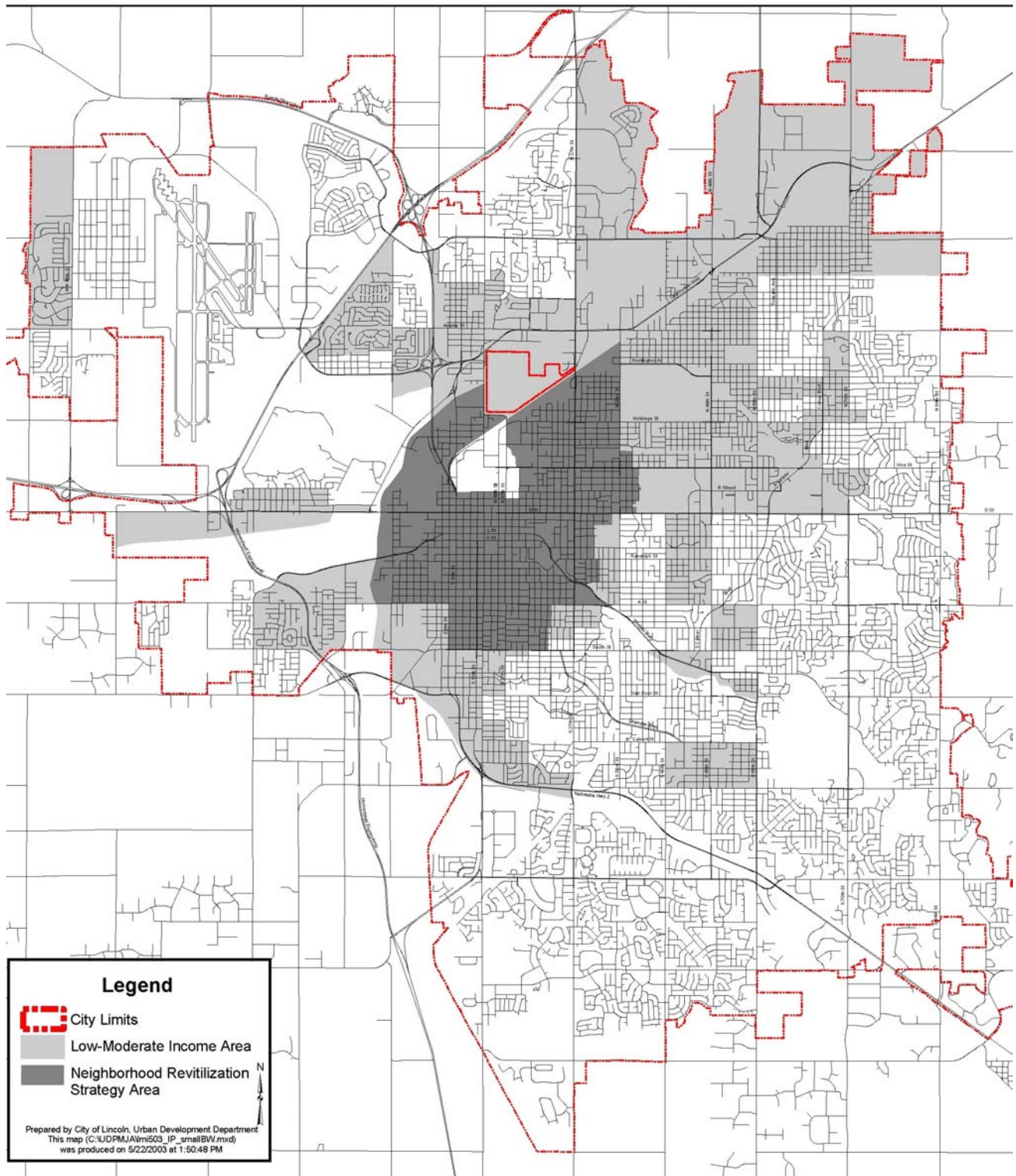
The City's strategy to rebuild neighborhoods is emphasized primarily within the NRSA and secondarily within other low-to-moderate income (LMI) areas. This strategy requires concentrating housing, economic development, public improvement, and public service programs in the areas of greatest need within the City, the NRSA, but also allows for a "deconcentration" of poverty and the economic integration of the community (i.e., assisting LMI homebuyers to purchase in non-LMI areas). Goals for activities in the NRSA in FY 2003 are contained in the table below.

Table 3: FY 2003 NRSA Activity Goals

Activity	Overall Goal	NRSA Goal	% in NRSA
Homeowner Rehabilitation	119 units	49 units	41%
Investor Owner Rehabilitation	16 units	10 units	63%
Exterior Repair of Housing (PRIDE program)	100 units	90 units	90%
First Time Home Buyer Assistance	50 households	20 households	40%
Full-Time Jobs Created	20 FTEs	11 FTEs	55%
Commercial Building Facade Improvements	6 buildings	3 buildings	50%

In addition to the above goals, the majority of focus/target area public improvement dollars will be spent in the NRSA.

LMI and NRSA Areas Lincoln, NE



HOUSING

Housing Goal 1 **Safe and Decent Housing:** Promote the preservation, maintenance, and renovation of substandard or inadequate housing throughout the City, with emphasis on the NRSA and low-income areas.

Strategy 1 **Provide a wide range of rehabilitation programs, with special incentives for properties located in the NRSA, focus areas, Antelope Valley project area, and low-to-moderate income areas.**

Activity/Program	Description	Goals	Budget	Sources
Home Improvement Loan Program (HILP)	Rehabilitation loans up to \$15,000 to low-to-moderate income home owners at 0% for 10 years (subsidy buys down market interest rate of loans provided by NIFA tax-exempt financing). Loans provided by participating lenders. Exceptions to income (up to 100%) in target areas and for QOL citations. Operates Citywide.	50 cases total (27 in NRSA)	\$69,000 \$81,000 \$550,000	FY2003 CDBG CDBG prior yr NIFA
Direct & Deferred Loan Program (DPL)	Rehabilitation loans up to \$33,500 to low-to-moderate income (LMI) home owners. Direct loans are 0% for up to 20 years, deferred loans are 0% deferred until sale or change in ownership or occupancy, and subject to change to direct loan based on income re-evaluation. Operates in LMI areas, with exceptions for QOL citations.	17 cases total (10 in NRSA)	\$150,000 \$50,000 \$92,000 \$100,000	FY2003 CDBG CDBG prior yr FY2003 HOME HOME prior yr
Emergency Repair Program	Home repair loans up to \$5,000 to eliminate threats to health or life safety to very low-income homeowners. Repair grants on mobile homes for up to \$1,500 one time only. Operates Citywide.	22 cases total (12 in NRSA)	\$85,000	FY2003 CDBG
PRIDE	Grants to low-to-moderate income (LMI) homeowners for materials only (paint and minor exterior repairs). Maximum grant \$600, in participating LMI neighborhoods.	100 cases total (90 in NRSA)	\$20,000 \$35,000	FY2003 CDBG CDBG prior yr
Investor-Owner Rehabilitation Loan Program	Rehabilitation loans up to \$10,000 per unit for 1-7 unit rental structures (\$15,000 on single-family structures). Loans at 0% interest, for up to 20 years. 51% of units assisted must be occupied by low-to-moderate (LMI) income households. Available in LMI areas.	16 units total (10 in NRSA)	\$150,000 \$20,000	FY2003 CDBG Private

Activity/Program	Description	Goals	Budget	Sources
Relocation - Temporary/ Permanent	Financial assistance (rent & security deposits) for households displaced by rehabilitation activities.	1 case	\$10,000	CDBG prior yr
Rebuilding Together With Christmas in April - Lincoln	Local chapter of National Organization which uses teams of volunteers to rehabilitate the homes of very low-income persons.	20 units	\$5,000 \$10,000	NAHTF Private
Housing Rehabilitation Administration	Staffing and administrative costs for City rehabilitation programs (4.95 FTEs), CHDO staffing for Troubled Property Program and First HOME by Neighborhoods, Inc., and 1.0 FTEs for HOME Program Administration	see description	\$354,624 \$62,006	FY2003 CDBG FY2003 HOME

Strategy 2 Provide financial assistance for the removal of architectural barriers in rental or owner-occupied housing throughout the city.

Activity/Program	Description	Goals	Budget	Sources
Barrier Removal Program	Grants to remove or modify architectural barriers in the homes of low-income disabled persons citywide. Maximum of \$5,000 per project. Administered by League of Human Dignity.	20 units	\$45,000	FY2003 CDBG

Strategy 3 Ensure the safety of housing occupants through testing and the reduction of lead based paint hazards as defined in Section 1004 of the Lead Based Paint Hazard Reduction Act of 1992, and by providing financial assistance for costs attributable to those procedures.

Activity/Program	Description	Goals	Budget	Sources
Lead Based Paint Abatement & Hazard Reduction Grants	Grants to pay for increased costs of rehabilitation attributable to lead based paint removal/abatement/hazard reduction.	20 units	\$25,996 \$20,000 \$104,000 \$80,000	FY2003 CDBG FY2003 HOME CDBG prior yr HOME prior yr

Strategy 4 Support enforcement of the existing city ordinances that allow for a complaint-based inspection process of non-licensed one- and two-family rental units throughout the city by working to increase related penalties.

The Urban Development Department will continue working with the City's Building and Safety Department and the Problem Resolution Team to increase compliance by increasing related penalties for violations.

Strategy 5 Provide small investor owners ("Mom and Pop" type) with information and technical assistance that will help them in making decisions about tenant selection, property management, and tenant rights.

Strategy 6 Work with private and public financial sources to leverage CDBG and HOME funds to increase total pool of available resources for housing improvements.

Strategy 7 Carry out Affirmative Marketing Plan for City-administered rehabilitation programs.

The Urban Development Department will continue the effort of increasing minority participation in housing rehabilitation programs. Based on the CenterStar Communications' marketing plan, we will reach out to the minority community with advertising and promotional materials for specific groups and distribution to local businesses, churches, and human service agencies. Advertising will use past clients to increase trust in programs.

Housing Goal 2 Home Ownership Opportunities: Promote the preservation and revitalization of older areas, and the "self sufficiency" of lower income families, through increased opportunities for home ownership.

Strategy 1 Provide education and training to potential home buyers to assist them in home purchase.

Activity/Program	Description	Goals	Budget	Sources
Home Buyer Training Program	CBDO operational support for Neighborhoods Inc. to provide a home buyer training program for first-time home buyers.	180 households	\$56,000 \$30,000	FY2003 CDBG CDBG prior yr

Strategy 2 Increase homeownership in older areas by providing creative home buyer assistance programs, with special incentives for properties located in the NRSA, focus areas, Antelope Valley project area and low-income areas.

Activity/Program	Description	Goals	Budget	Sources
FIRST HOME Program	Assistance up to \$25,000 (0%, deferred) for the purchase or purchase and rehabilitation of homes by first-time home buyers who have completed training. Citywide program. Benefits vary depending on location of purchase; NRSA, LMI or outside LMI. For homes in the NRSA, NIFA mortgages available for homes that need a minimum of \$10,000 rehabilitation to qualify.	50 units (20 in NRSA)	\$656,083 \$3,600,000	FY2003 HOME Private (NIFA)

Activity/Program	Description	Goals	Budget	Sources
Single Family First Time Home Buyer Program	Loans with below market interest rates made by participating lenders to low-to-moderate income first-time home buyers, funded by the sale of tax exempt bonds. Homes in NIFA target areas (LMI areas) have higher allowable purchase prices, higher home buyer income limits (up to 120%), and waiver of “first-time” requirement. Administered by NIFA.	325 households (70 in LMI)	\$25,000,000	NIFA
Affordable Homeownership Program	Provides \$3,750 loan for downpayments to LHA clients in good standing for 2 years. Loan forgiven over five years. Administered by LHA.	36 households	\$135,000	LHA
U.S. Bank’s Home Advantage Program	Affordable mortgages to low- and moderate-income households. Administered by Neighborhoods, Inc., with assistance from US Bank.	30 households	\$75,000 \$1,800,000 \$150,000	US Bank Fnd. Private AHP (FHLB)

Strategy 3 Carry out marketing strategy for homeownership programs.

Through the Affirmative Marketing Program, the Urban Development Department will strive to accommodate anyone with a language barrier or a disability which may limit their homeownership opportunities. Not only will the City use these programs to increase home ownership within the NRSA, but also to encourage more economic, racial, and ethnic diversity outside the NRSA. Neighborhoods Inc. will continue to provide the homeownership classes offered in Spanish as well as keeping pace with the demand for classes in Vietnamese, Russian, Arabic, and Bosnian as the need arises. The City will work with the Hispanic Center, Asian Center, and other ethnic minority organizations to increase participation in the home ownership programs.

The Retro Rockers, a partnership between NIFA and the Lincoln Public Schools Foundation, was established to meet the critical need for affordable housing for families with children at Elliot School. Lincoln has also established Community Learning Centers (CLCs), partnerships which provide opportunities and support services that lead to improved student learning, stronger families, and healthier communities. These CLCs exist in fifteen schools, including Elliot, Clinton, Saratoga, and Everett. CLC Site Supervisors are each responsible for two schools, working with School Neighborhood Advisory Councils (SNACs) to identify neighborhood needs, coordinate resources, and share information with community organizations, such as Neighborhoods Inc., and the City of Lincoln. As efforts to increase home ownership in CLC neighborhoods will have a direct impact on reducing student turnover and family stability, CLCs will create an opportunity for valuable information sharing and support for home ownership.

Urban Development will continue to work with a newly formed organization, the Affordable Housing Task Force, which is comprised primarily of local Realtors. Their mission is to inform and educate families on home ownership. They believe the education process should begin in the elementary grades to create informed consumers and inspire the possibility that low-to-moderate income households can own their own home.

Strategy 4 Develop a mechanism to link elderly homeowners who want to sell their homes with first-time home buyers, or other owner occupants.

Strategy 5 Work with private and public financial sources to leverage CDBG and HOME funds and increase the total pool of available resources for home ownership.

Fannie Mae, with a Nebraska Partnership Office in Lincoln, continues to offer innovative financing tools for the first-time home buyer. The Nebraska Affordable Housing Trust Fund (NAHTF) will further leverage our CDBG and HOME funds for homeownership.

Neighborhoods Inc. will continue to use NIFA's loan as part of the First HOME program. The US Bank Home Advantage Program will offer up to \$2,500 in a deferred loan for downpayment assistance. All HOME funded ownership programs are structured to comply with the resale and recapture guidelines set forth by HUD. If the affordability period is not completed by the buyer, the loans are recovered on a prorated schedule based on the percentage of compliance. The City incurs a 25% matching obligation for HOME funds it expends. These matching funds must come from non-federal sources and provide a permanent contribution to affordable housing and can be "banked" (match credits) for future years. Some of the ongoing programs which supply our match credits include the Home Improvement Loan Program, the LHA Tenant-Based Rental Assistance Program and Habitat for Humanity. Neighborhoods Inc. will also be partnering with Neighborhood Housing Services of America on a 1% below-market-rate loan. The loans will be originated "in house" through the authority of NeighborWorks of which Neighborhoods, Inc. is a member.

Housing Goal 3	New Housing Development: Increase the supply of affordable housing for low- and moderate-income households (renters and homebuyers), including persons with special needs.
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Strategy 1 Provide financial assistance to increase the supply of affordable housing, including developments in non-low-to-moderate income areas that present opportunities for achieving economic and racial diversity, special needs projects, and adaptive reuse projects that will utilize vacant upper floors in downtown buildings for the creation of affordable housing.

Activity/Program	Description	Goals	Budget	Sources
Housing Development Loan Program - Rehabilitation	Gap financing to nonprofit and for-profit developers of housing for low-to-moderate income populations, with emphasis on adaptive reuse projects and/or special needs populations.	10 units	\$310,035 \$70,000 \$290,000 \$142,000 \$400,000	FY2003 HOME FY2003 CDBG CDBG prior yr HOME prior yr Private
CHDO Troubled Property Program	Acquisition and rehabilitation of "troubled properties" (vacant, investor owned, problem properties). Administered by Neighborhoods, Inc.	4 unit	\$50,000 \$75,000	HOME prior yr Private
CHDO Set-Aside Projects Undetermined	Gap financing to qualified and designated nonprofit entities (Community Development Housing Organizations or CHDOs) to assist in the new construction or rehabilitation of single-family (renter or owner) and/or multifamily housing.	3 units	\$189,728 \$100,000	FY2003 HOME Private
Housing Development Loan Program - New Construction	Construction of single-family dwelling units by Nebraska Housing Resources, Inc., a nonprofit organization established by the Homebuilders Assn. Of Lincoln (HBAL). Sale to first-time home buyers. Administered by Nebraska Housing Resources, Inc.	20 units	\$249,000 \$2,500,000	NAHTF prior yr Private

Strategy 2 Provide financial assistance for the acquisition of vacant land for affordable and housing development that is compatible with the character of the surrounding neighborhood.

Activity/Program	Description	Goals	Budget	Sources
Housing Development Loan Program - Acquisition	Loans to nonprofit agency, administered by Habitat for Humanity, for acquisition of vacant land for construction of new single-family housing through donated materials, volunteer labor, and sweat equity.	6 units	\$50,000 \$50,000 \$222,000	FY2003 HOME HOME prior yr Private (not inc. in-kind)

Strategy 3 Work with private and public financial sources to leverage CDBG and HOME funds and increase the total pool of available resources for new housing development.

Strategy 4 Provide technical assistance to nonprofit housing organizations.

The Institutional Structure for affordable housing addressed in the Consolidated Plan FY2000-FY2004 is translated into annual activities within the 2003 Action Plan for each of our public sector partners.

The Urban Development Department will provide direct financial assistance to homeowners and investor owners for rehabilitation under a variety of “in house” programs. The Urban Development Department also will provide management and oversight in the use of funds for carrying out City programs. It is in the best interest of the City of Lincoln and to our responsibility in the administration of Federal funds that Urban Development not only develop new housing projects but keep open the lines of communication with agencies of existing housing projects to assure they remain viable and continue to maintain affordable units.

Lincoln Housing Authority in partnership with Lincoln Public Schools will build a house using the construction class of Northeast High. LHA received assistance from the Urban Development Department in obtaining a buildable lot. LHA will also receive funds for their tenant based rental assistance program. The Urban Development Department will continue to partner with LHA for the maintenance of Affordable Housing II.

Nebraska Investment Finance Authority (NIFA) will continue to work with the Lincoln Public School Foundation and The Urban Development Department in the Retro Rocker Program which assists families in schools with a high turnover rate to become home buyers. Under the Home Improvement Loan Program (HILP), our goal for the FY2003 Action Plan is to use NIFA funds for 50 low-to-moderate income homeowners to rehabilitate their property. NIFA Super-Targeted Funds (Low-Interest Mortgages) will be applied for affordable new construction partnering with Nebraska Housing Resource.

Neighborhoods, Inc. will provide home buyer training (180 households) and administer our First Home (50 units) and Troubled Property (4) Programs. Also in FY2003, Neighborhoods, Inc. will administer the Housing Preservation and Infill Program for the Community Revitalization portion of the Antelope Valley project.

Habitat for Humanity, using our HOME funding to acquire vacant land, will construct six new single-family houses using donated materials, volunteer labor, and sweat equity.

Nebraska Housing Resource, Inc. has acquired land at SW 12th and West South Street with CDBG and Trust Fund loans from the Urban Development Department. This 144 unit new construction development called Old Mill Village will add much needed single-family homes to Lincoln’s affordable housing stock by project completion. Twenty units are expected to be constructed in FY2003. The qualified low-to-moderate income home buyers in this mixed-income project will be assisted by Neighborhoods, Inc. using our First Home Program.

State of Nebraska, Department of Economic Development (DED): The Nebraska Affordable Housing Trust Fund has been a very effective tool in creating affordable single-family housing. In FY2003, UD will continue our successful partnership with DED in housing and special need populations.

Building Together with Christmas in April will continue to use its teams of volunteers to rehabilitate the homes of very low-income persons. They will use private donations and NAHTF to accomplish their goals.

The League of Human Dignity will assist 20 homes of low-income disabled persons with the removal or modification of architectural barriers with the use of CDBG funds.

HOMELESSNESS (Continuum of Care)

Homelessness Goal 1 **Homeless Prevention:** Work with human service providers to establish prevention services for those at risk of becoming homeless.

Strategy 1 **Provide financial and case management assistance to households at risk of eviction for non-payment of rent or utilities.**

Activity/Program	Description	Goals	Budget	Sources
Lincoln Action Program	Direct financial assistance for rent, utilities arrearages, and/or security deposits provided with case management to households facing eviction for nonpayment of rent or utilities.	450 persons	\$52,387 \$22,500 \$63,000	HSATF FY 2003 ESG Private (match)
DayWatch	The Payee Program works directly with the Social Security Administration to ensure that people remain in their homes and have their basic needs addressed every month.	75 persons	\$5,500 \$18,000	HSATF Private (match)
LHA - Security Deposits for Homeless Families (TBRA)	Security deposit assistance for homeless persons and families with Section 8 certificates and case management services. Administered by Lincoln Housing Authority.	40 families, 45 adults	\$25,000	FY2003 HOME

Strategy 2 **Work with local human service providers to identify households at risk of becoming homeless to provide employment/education services that address the longer term, basic causes of their higher risk.**

Homelessness Goal 2 **Emergency Shelter and Services:** Provide for the emergency needs, including shelter, food, and other essential services, of homeless families and individuals.

Strategy 1 **Support agencies providing emergency shelter and services to the homeless, with special attention to programs that encourage the efficient use of existing resources through partnership and collaboration.**

Activity/Program	Description	Goals	Budget	Sources
Friendship Home	Emergency shelter and services.	285 persons	\$43,150 \$15,000 \$30,000	HSATF FY2003 ESG Private (match)
DayWatch	Assistance for operations of shelter, which also provides food, showers, information and referral, and case management for homeless and near homeless persons. 1,000 adults served, goals pertain to case management services only.	90 adults - case management	\$33,000 \$11,000 \$41,823	HSATF FY 2003 ESG Private (match)
Fresh Start	Transitional housing for single women, ages 19 and over, without children	90 persons	\$4,000 \$18,500	FY 2003 ESG Private (match)
Matt Talbot Kitchen	Services provided to homeless and near homeless persons, including, Personal ID program, hunger relief, outreach, and life skills classes.	450 persons	\$23,960 \$11,700 \$85,500	HSATF FY 2003 ESG Private (match)

Homelessness Goal 3	Transitional Housing Needs: Provide support for the housing and services needed by families and individuals moving out of emergency shelter to ensure their self-sufficiency and successful tenancy in permanent housing.
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Strategy 1 Support existing transitional housing programs.

Activity/Program	Description	Goals	Budget	Sources
Fresh Start	Transitional housing for single women, ages 19 and over, without children	90 persons	\$25,200 \$10,800	HSATF FY 2003 ESG

Strategy 2 Work with homeless service providers to facilitate the development of transitional housing programs to address the specific needs of critically under-served homeless sub-groups.

Urban Development Department staff will work closely with the Continuum of Care Planning and Evaluation Committee, a group of homeless service providers who meet monthly to work on ways to improve the delivery of services to homeless populations. Activities of this group, include identification/evaluation of gaps in the continuum, homeless population count, prioritization for funding, facilitation of application process for Supportive Housing Program funding, and peer evaluation (colleague feedback survey).

Homelessness Goal 4	Continuum of Care Planning and Development: Strengthen and/or establish partnerships, procedures, mechanisms, and institutions that improve and maintain the efficiency of service provision to homeless and near-homeless populations.
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Strategy 1 Work toward implementation of a computer system that will provide statistically accurate information on the size and characteristics of the City's homeless and near homeless populations, maintain centralized management of information on the City's homeless populations, and improve coordination of service delivery to homeless and near homeless clients by multiple agencies, and the assessment and case management of clients at the agency level.

Activity/Program	Description	Goals	Budget	Sources
Homeless Management Information System (HMIS)	Implementation of software program to provide an accurate count of the City's homeless population.	5 agencies	\$20,000	FY2003 CDBG

The City will continue its effort for a coordinated data management system for information, referral, client tracking, and agency reporting.

Strategy 2 Work with the Continuum of Care Planning and Evaluation Committee and the Lincoln Homeless Coalition to develop and improve partnerships and collaborative efforts, and to increase public awareness of homelessness in Lincoln and involvement in the Continuum of Care.

The Urban Development Department acts as coordinating entity for the City's **Continuum of Care** plan and will continue its work to improve communication with and between homeless service providers. The department is a member of the City's Homeless Coalition, and staff reports monthly to the Coalition on HUD and/or city homeless initiatives. An important aspect of the full development of the Continuum of Care is improved coordination and partnerships between

service providers, and greater involvement by the City's Homeless Coalition in developing and taking ownership in the Continuum. This includes increasing public awareness of the problem of homelessness, and broadening the base of membership and support of the Homeless Coalition to include more private sector interests and homeless or formerly homeless persons.

Strategy 3 Work with funding agencies to develop a resource allocation and funding plan that accurately identifies existing fund sources and gaps and program time frames, so that budgetary and programmatic changes at the local, state and federal levels can be managed without a loss of service.

In FY 2003, the Urban Development Department, with assistance from the Continuum of Care Committee of the Community Development Task Force, will again have responsibility for allocating ESG funds and Nebraska Homeless Shelter Assistance Trust Funds monies. All agencies receiving ESG Funds have met match requirements. Examples of match funding sources include: Lincoln/Lancaster Joint Budget Committee, Private Donations, and Nebraska Department of Health and Human Services. In an effort to continue to improve the allocation process, this year agency directors/representatives are invited to make a short presentation and answer specific questions that may arise.

The committee will again use representatives from human services agencies and the City's Funders' Group, made up of representatives of other funding agencies participating on the review committee.

Strategy 4 Assess the need for providing supportive services (i.e., case management) to families or individuals in permanent affordable housing developments/projects, to help them maintain/attain self-sufficiency.

Strategy 5 Identify and engage, wherever possible, "mainstream" housing and service resources (i.e., job training, case management, mental health treatment, medical care, life skills training, etc.) for assistance to homeless populations.

ECONOMIC DEVELOPMENT

Economic Development Goal 1	Job Creation and Business Development: Increase the number of new, private-sector, quality, full-time, permanent jobs, available to or taken by low- and moderate-income persons by supporting endeavors aimed at sustaining or increasing business activity. Strengthen and maintain the viability of the City's neighborhoods through the development of new, and improvement of existing, retail and service businesses.
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Strategy 1 Provide direct financial assistance to new or existing business enterprises to create or retain jobs, emphasizing businesses creating positions which pay a living wage.

Activity/Program	Description	Goals	Budget	Sources
Job Creation/Retention Loan Program	Loan and loan guarantees for businesses which provide job creation opportunities. Maximum of \$20,000 per FTE job created and no more than of overall project costs. 51% of jobs created must go to low-to-moderate income persons. Rate and terms vary.	20 (FTE) jobs 11 in NRSA	\$380,493 \$1,125,000	FY2003 CDBG Private
ED Program Administration	Administration and staffing for all CDBG funded ED programs (1.05 FTEs)	see description	\$91,711	FY2003 CDBG

Strategy 2 Support creation of businesses by low-income entrepreneurs.

Activity/Program	Description	Goals	Budget	Sources
Self Employment Loan Fund (SELF)	Character-based micro-loans through newly certified CDFI. \$250 minimum loans with step-up loans to \$5,000. Additional loans ranging from \$5,000-100,000 also available. Fund privately capitalized by local lenders and CDBG.	18 loans 20 NxLevel Trainees 90 Technical Assistance	\$50,000 \$55,000 \$30,000 \$250,000	FY2003 CDBG CDBG prior yr Microenterprise Partnership Fund Private

Strategy 3 Develop an ongoing marketing strategy for promoting the City's Economic Development loan programs.

In FY2003, the Urban Development Department will continue to develop new promotional materials and revise application and review processes for the City's CDBG-funded economic development loan programs.

Strategy 4 Work with private and public financial sources to leverage CDBG funds to increase total pool of resources available for small business through the development of a Capital Access Program.

In FY2003, the Urban Development Department will continue working toward the implementation of a CAP program. Development of this program ceased for a time from FY2000 to FY2002 as a statewide CAP program was under consideration by the Nebraska legislature and a City-funded program would have been redundant. The bill authorizing a statewide program failed to make it out of committee; so, a City-wide program will be readdressed.

Strategy 5 Increase the City's economic development capacity by supporting a unified organizational structure to represent Lincoln's economic development concerns.

Activity/Program	Description	Goals	Budget	Sources
Lincoln Partnership for Economic Development (LPED)	LPED is a community-based, public-private, permanent venture to provide strategic, focused direction for Lincoln's economic development activities. LPED works to promote business, develop industrial opportunities, and encourage economic advancement.	NA	\$250,000 \$300,000	City Private

Strategy 6 Explore the development of a Community Development Financial Institution (CDFI) to service economic development needs in the NRSA.

In FY2002, the Self Employment Loan Fund was certified by the U.S. Treasury Department as a CDFI and has submitted a second application to the Treasury Department for technical assistance and loan fund capitalization. In FY2003, the Urban Development Department will continue working with the Self Employment Loan Fund on the development of its CDFI programs.

Strategy 7 Provide financing for the rehabilitation of older commercial buildings.

Activity/Program	Description	Goals	Budget	Sources
Facade Improvement Program	Loans up to \$25,000 per primary facade (\$50,000 for corner buildings) on commercial buildings in older, blighted commercial areas. Rates and terms vary.	6 buildings (3 in NRSA)	\$100,000 \$4,000 \$200,000	FY2003 CDBG CDBG prior yr Private

Strategy 8 Provide financial and technical assistance to retail or service businesses in low to moderate income neighborhoods which provide needed goods or services to neighborhood residents.

Activity/Program	Description	Goals	Budget	Sources
Neighborhood Business Assistance Program	Loans to businesses located in the NRSA which provide goods or services to area residents. Assistance at \$350 per low-to-moderate income resident or up to \$20,000 per job created. Rate and terms vary.	1 business	\$50,000 \$100,000	FY2003 CDBG Private

**Economic
Development
Goal 2**

Workforce Development: Connect unemployed and underemployed low-income persons with the labor force demands of the private sector.

Strategy 1 **Increase job readiness of low-income persons, including youth.**

Activity/Program	Description	Goals	Budget	Sources
Workforce Investment Act (WIA) One-Stop Delivery System	Employment services for low-income adults (inc. older workers), youth, and dislocated workers, including assessment, classroom training, pre-employment skills, work experience, and on-the-job training.	300 persons	\$113,596 \$702,034 \$97,488	FY2003 CDBG WIA City
Welfare-to-Work Program	Program to assist long-term (30 months or more) welfare recipients in obtaining employment.	To be determined	\$34,466	HHS/Labor

Strategy 2 **Identify the workforce needs of local business and industry and the job training and support systems needs (i.e., childcare, transportation, etc.) of potential employees, and encourage employers to interview and hire low-to-moderate income persons.**

Activity/Program	Description	Goals	Budget	Sources
Workforce Investment Act (WIA) Board Support	Oversight of activities of 57 person WIA board to coordinate activities of 19 partner agencies in WIA One Stop Delivery System.	see description	\$80,990	City

NEIGHBORHOOD REVITALIZATION

Neighborhood Revitalization Goal 1 **Public Improvements:** Provide for the concentration of “high impact” infrastructure improvements in relatively small areas to achieve demonstrable improvements in the short term by increasing confidence and encouraging private investment.

Strategy 1 **Implement public improvements projects identified in the action plans for designated neighborhood revitalization target/focus areas located in parts of the following neighborhoods: Downtown, Everett, Malone, Near South, South Salt Creek, Clinton, Woods Park, and North Bottoms, and in other blighted areas, including the NRSA.**

Activity/Program	Description	Goals	Budget	Sources
Public Improvements in Selected Target/ Focus Areas	Implementation of public improvements identified in target/focus area plans. Examples: sidewalks, Capitol Environs, commercial area improvements.	3 projects / 3,625 feet of public utilities	\$200,000 \$69,900	FY2003 CDBG CDBG prior yr
Vine Street Revitalization	Revitalization of Vine Street between 22 nd & 26 th Streets. Includes acquisition of property (land assembly), site improvements for redevelopment purposes, and infrastructure improvements, including streetscape amenities.	1project	\$216,191	CDBG prior yr

Strategy 2 **Provide financing for the redevelopment of older commercial areas, including Downtown.**

Activity/Program	Description	Goals	Budget	Sources
Redevelopment Activities	Funding for the revitalization of older commercial centers to leverage private sector investment. To be considered for these funds, a project must: have the support of a neighborhood or business association, have a measurable economic gain, enhance or compliment other Urban Development Department or City public improvement projects or activities, and must demonstrate clear benefit to low-to-moderate income areas or address the elimination of slums and blight.	1 project / 1000 feet of public utilities	\$50,000	FY2003 CDBG
North 27 th Street Redevelopment	Revitalization of North 27 th Street between N and Fair Streets. Includes acquisition of property (land assembly), site improvements for redevelopment purposes, and infrastructure improvements, including streetscape amenities.	2 projects	\$500,000 \$3,000,000	Public (TIF) Private

Activity/Program	Description	Goals	Budget	Sources
Havelock Redevelopment	Revitalization of Havelock Avenue and side street amenities between Touzalin and 65 th Street. Includes site improvements for redevelopment purposes and infrastructure improvements.	2 projects	\$200,000	Public (TIF)
University Place Redevelopment	Revitalization of 48 th Street between Leighton and Adams Street. Includes site improvements for redevelopment purposes and infrastructure improvements including streetscape amenities.	1 project/9 blocks of public improvement	\$500,000	Public (TIF)

Strategy 3 Assist low-income homeowners in paying for special assessments on City Council-approved paving districts.

Activity/Program	Description	Goals	Budget	Sources
Special Assessments Paving Program	Assistance to pay special assessments for very low-income homeowners on City Council-approved street paving and repaving projects.	6 households	\$20,000	FY2003 CDBG

Urban Development staff will work with neighborhood associations in affected areas to ensure better understanding of residential property owners' eligibility under this Assessment Assistance Program.

Strategy 4 Promote the revitalization of Downtown Lincoln, including the Haymarket, as a way to strengthen surrounding neighborhoods.

Activity/Program	Description	Goals	Budget	Sources
Downtown Redevelopment Activities	Includes 12 th St. Streetscape, Old Federal Building Redevelopment, Entertainment Center Development, and 8 th Street Sidewalk Project.	See description	\$8,200,000 \$32,000,000	TIF and land sale proceeds Private

Strategy 5 Promote increased infrastructure investment and capital improvements within the NRSA.

Neighborhood Revitalization Goal 2	Removal of Blight: Promote the revitalization of older, established neighborhoods through the elimination of blighting influences.
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Strategy 1 Provide financing for the removal of dangerous and substandard secondary structures and dead trees on private property in the NRSA.

Activity/Program	Description	Goals	Budget	Sources
Tree Management Program	Grants up to \$1,500 to low-income property owners for the trimming of dead branches or removal of dead trees on private property in NRSA.	14 households	\$10,000	FY2003 CDBG
Demolition of Secondary Structures	Grant up to \$1,500 for the removal of substandard and dangerous structures.	2 households	\$2,500	CDBG prior yr

Strategy 2 Promote older neighborhoods as attractive and desirable places to live.

Activity/Program	Description	Goals	Budget	Sources
“Heart of Lincoln” Project	Project to increase home ownership and neighborhood pride in older areas. Activities include development of informational materials, a Tour of Homes, website development, awards for exceptional projects, training and recruitment of Realtors® to promote older areas.	see description	\$30,000	FY2003 CDBG

The Urban Development Department has designated Neighborhoods, Inc. a Community Based Development Organization (CBDO). A neighborhood revitalization project to be carried out by Neighborhoods, Inc. is the Heart of Lincoln Project. This project promotes NRSA neighborhoods as attractive and desirable places to live. These activities are consistent with NRSA strategies identified in the Consolidated Plan.

Strategy 3 Begin Antelope Valley Community Revitalization projects identified in the Antelope Valley Community Revitalization Plan (under development in FY2002) and implement closer-to-home strategies.

Activity/Program	Description	Goals	Budget	Sources
Antelope Valley Community Revitalization Project	Implementation of projects identified in Antelope Valley Community Revitalization Plan being developed now. Including acquisition of property and site improvements for redevelopment purposes.	see description	\$200,000 \$1,003,400 \$117,000	FY2003 CDBG City CDBG Prior yr
Neighborhood Clean-ups	Funding for special clean-up projects, including beautification projects such as signage and landscaping	3 projects	\$5,000	EDI Grant
House Preservation and Infill Program	Program to assist single family property owners in moving their property to a new site in the neighborhood.	Move and rehab 3 historic houses; acquire and demolish 4 additional sites for relocation	\$83,600 \$30,000 Also included in Housing on p. II-5	City Private FY 2003 CDBG FY 2003 HOME

The City will continue the Tool-Lending Library, for use by neighborhoods for annual neighborhood clean-ups and self-help projects, administered by City Parks and Recreation Department.

The Housing Preservation and Infill Program was developed in FY2002 to be implemented in FY2003. It is in response to a pledge by the 3 partners (City of Lincoln, University of Nebraska-Lincoln, and the Lower Platte South Natural Resources District) to assist interested residential property owners in moving their residential structures to a new site. The program includes the moving and rehabilitation of three historic houses (known as the “triplets”) identified in the Environmental Impact Statement (EIS). The program also includes demolishing 4 substandard/dilapidated structures for use as relocation sites for existing houses.

Neighborhood Revitalization Goal 3	Neighborhood Revitalization Planning and Development: Strengthen and/or establish partnerships, procedures, mechanisms, and institutions to further neighborhood revitalization activities.
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Strategy 1 Continue Urban Development Department involvement in the City’s Problem Resolution Team.

Urban Development staff serve on the PRT and on a PRT Subcommittee. This subcommittee meets monthly to review cases and identify policy issues to take to the full PRT.

Strategy 2 Continue assisting Neighborhoods Inc. and the Downtown Lincoln Association to carry out commercial and neighborhood revitalization in the Antelope Valley Area.

Strategy 3 Continue involvement in the Focus Area Concept Team (FACTeam), reestablished in FY2000 during development of the North Bottoms and University Place Focus Area Plans.

Strategy 4 Continue work begun in FY2001 to develop a sub-area plan for an area within University Place.

Activity/Program	Description	Goals	Budget	Sources
48 th Street (University Place) Study	Neighborhood revitalization feasibility and transportation alternatives analysis, incorporating the neighborhood focus area plan. This study is a City-led partnership including Nebraska Wesleyan University, UPCO, and the North 48 th Street business and property owners	see description	\$23,334 \$40,000 \$176,344	TIF General Fund Public Works

Strategy 5 Work with neighborhoods and other city departments to develop an ordinance or code prohibiting upholstered furniture on porches or anywhere outdoors that is visible from the public right-of-way.

Strategy 6 Explore the implementation of property tax abatement and tax credit policy for improved properties in the NRSA to encourage privately financed rehabilitation of housing and deconversion of single-family dwellings converted to multiples.

Strategy 7 Explore the implementation of a Housing Rehabilitation Code with standards that would reduce the cost of rehabilitation and deconversion.

Strategy 8 Amend zoning to provide for an equitable distribution of congregate living facilities throughout the city.

Urban Development Department staff will work with NRSA neighborhoods, and other city departments, particularly the Planning Department, to review the zoning code and revise, if necessary, congregate living facility zoning policies to ensure that such facilities are distributed on an equitable basis throughout the city.

Strategy 9 Revise city design standards to respect traditional neighborhood elements in older neighborhoods.

Urban Development Department staff will work with NRSA neighborhoods and other city departments towards design standards that are consistent with those recently approved for R4 - R8 neighborhoods.

Strategy 10 Establish and enforce exterior maintenance standards for non-residential structures and explore the implementation of screening requirements for commercial and industrial uses adjacent to residential areas within the city.

Strategy 11 Establish a mechanism to coordinate the City's Capital Improvements Program with neighborhood revitalization activities. Includes continued work with other city departments, primarily Public Works and Utilities, to improve infrastructure in older neighborhoods and ensure that the City's core receives its "fair share" of infrastructure dollars.

PROGRAM ADMINISTRATION, PLANNING, AND CAPACITY BUILDING

Activity/Program	Description	Goals	Budget	Sources
General Program Administration	Staffing (1.3 FTEs) for general CDBG program admin, plus overhead for administration and community development division.	see description	\$148,379	FY2003 CDBG
Community Development Staffing	Staffing (6 FTEs) for implementation of City's community development strategy, including focus area activities, planning and technical assistance to neighborhoods.	see description	\$384,201	FY2003 CDBG

Administration and Planning Goal 1 **General Program Administration:** Administer the City's federal grant programs (CDBG, HOME, and ESG) in an efficient and effective manner.

Strategy 1 **Provide for the overall administration of federal programs in compliance with federal regulations.**

General grant administration activities includes preparation and management of annual operating and programmatic budgets, including allocation of personnel and overhead costs, analysis of past and current year performance and expenditures in all program areas (i.e., housing rehabilitation and home ownership, economic development, community services, public improvements, etc.), oversight of revenues, "timeliness" of expenditures, and coordination and utilization of HUD's IDIS system for reporting and fund drawdowns.

Strategy 2 **Ensure the proper use of federal funds through monitoring and oversight of subrecipients and borrowers.**

Program/project monitoring ensures that the City and its subrecipients (or borrowers) meet performance objectives within schedule and budget. Most importantly, it provides documentation of the City's compliance with program (CDBG, HOME, and ESG) objectives, rules and regulations. A critical part of the City's monitoring system is an assessment of each subrecipient or borrower to identify high risk agencies that require more extensive oversight and monitoring. Agencies identified as high risk include those who are new to the program, are experiencing turnover in key staff positions, have been plagued by past compliance or performance problems, are undertaking multiple funding activities for the first time, or are not submitting timely reports. These agencies are provided with regular on-site visits and desk-top reviews. At a minimum, each subrecipient or borrower receives a desk-top review and at least one on-site visit per year.

A standardized procedure for review and monitoring has been established, and monitoring manuals prepared, utilizing monitoring tools developed for CDBG, HOME and ESG programs. Areas addressed include the following: 1. Project or Program Status; 2. Program Benefit; 3. Fair Housing/Equal Opportunity; 4. Consistency of Records; and 5. Financial Accountability. Desk-top reviews involve examining progress reports, compliance reports and financial information. On-site monitoring visits are performed to determine adequate control over program and financial performance and to verify proper records are maintained. On-site visits involve examining beneficiary documentation, audit reports, accounting records, invoices, payroll documentation, and timesheets.

The Program Monitor also works with subrecipients and borrowers to ensure compliance with all Federal rules and regulations. Occupancy reports submitted for assisted housing projects are examined to determine compliance with affordability and tenant eligibility. Interviews with contractor employees are conducted and certified payrolls are examined to ensure compliance with Fair Labor Standards and Davis-Bacon wage requirements.

**Administration
and Planning
Goal 2**

Program Planning and Development: Further the City's community development, housing, and neighborhood revitalization strategies through program or project planning, administration and oversight, and research of issues critical to implementation of community development activities and initiatives.

Strategy 1 Maximize the use of Geographic Information System (GIS) activities to document neighborhood needs and conditions and monitor change and program effectiveness.

Utilizing the City's Geographic Information System (GIS), Urban Development Department staff will continue research on indicators of neighborhood change. The Urban Development Department will continue GIS analysis of 2000 Census Data. Another analysis will focus on community reinvestment in older areas using mortgage and home improvement lending data (HMDA).

Strategy 2 Complete the Consolidated Plan for FY 2004 - 2008 for HUD Entitlement Programs

Throughout FY2003, Urban Development staff, with assistance from the Community Development Task Force, will complete the new *Consolidated Plan*. A public involvement process will be developed to obtain input on all elements to be included in the plan. Extensive use of GIS analysis will assist staff in development of the plan.

**Administration
and Planning
Goal 3**

Capacity Building: Strengthen and maintain the viability of the City's older neighborhoods through capacity building and leadership development.

Strategy 1 Provide opportunities for leadership training to enable and encourage neighborhood residents to assume a greater role in building their neighborhood, impacting public policy, and becoming involved in the entire community.

Activity/program	Description	Goals	Budget	Sources
Leadership Development Program	Continuation of a local leadership development program to assist low- and moderate-income neighborhoods to maximize participation in activities designed to enhance the neighborhood.	150 participants	\$20,000	Private funds

Urban Development Staff will work with Community Learning Centers, Neighborhood's, Inc., the Heartland Center for Leadership Development, and the University of Nebraska - Lincoln COPC staff to design curriculum and coordinate leadership development activities.

**Administration
and Planning
Goal 4**

Public Participation and Information: Further the City's housing, community development and neighborhood revitalization strategies through increased public participation, public information, and technical assistance to community groups and individuals and other City departments.

Strategy 1 Support, improve, or establish procedures and mechanisms that inform the public and maximize public participation in the community development process.

Urban Development Department staff will continue their efforts to inform Lincoln residents, particularly those living in older areas, about the City's Housing, Economic Development, Continuum of Care (Homeless), and Community Development programs, and the process by which the City's community development strategy is developed and implemented. This will be accomplished with the following:

1. Preparation, publication, and distribution of the *FY2003 Annual Action Plan: One Year Use of Funds and FY2002 Consolidated Annual Performance and Evaluation Report (CAPER)*.
2. Continued support for activities of the **Community Development Task Force**, with an emphasis on increased participation into program/project planning and development by task force members.
3. Preparation, publication and distribution of *The Urban Page*, a quarterly newsletter that serves as a major communication tool to keep the community informed on CDBG, HOME, Job Training, Economic Development and redevelopment activities.
4. Continued use of the internet through the Urban Development Department's **Home Page** on the City's website. CD Task Force agendas, minutes, and notices are placed on the home page and the *Consolidated Plan 2000 Executive Summary*, the *Citizen's Guide to Lincoln's Housing and Community Development Programs*, and the *CAPER Executive Summary* can also be accessed on the Home Page. Urban Development's staff also is responsible for meeting minutes transferred to City Web Page and maintenance of Mayor's Neighborhood Roundtable link.
5. **Broadcasting of two CD Task Force panel discussions** each year on Channel 5, the City's government access cable channel which is replayed for several weeks afterward. This raises the visibility of the Task Force's activities and role in the community development process, and will hopefully increase public interest and participation in the process. The two panel discussions which will be televised will occur at the time of and for several weeks following the public hearings on the Action Plan and the CAPER during which time public comment will be invited.

Strategy 2 Continue development and distribution of user friendly informational materials that promote the City's Housing, Economic Development, and Revitalization Programs.

Urban Development Department staff will regularly review and revise existing program brochures and update as needed (change in income guidelines, program guidelines, etc.). This includes updating of brochures or specialized information for targeted non-English speaking groups. New program materials will be developed as needed (i.e., specialized focus area fliers, loan brochures for new programs, etc.).

Strategy 3 As requested, provide information that assists private citizens and organizations and government leaders and staff in community development activities.

The Urban Development Department staff will continue its work in providing a variety of information to the public and to government leaders and city staff.

Strategy 4 Continue support for the Mayor’s Neighborhood Roundtable.

Created in 1984, the Mayor’s Neighborhood Roundtable meets monthly and offers a support system and networking opportunities between neighborhoods and City Government. The Roundtable averages monthly attendance of over 45 and discusses a wide range of topics of importance to neighborhoods. The Roundtable is staffed by the Urban Development Department. Responsibilities include assisting the Roundtable chair with development of meeting agendas, distribution (mailing) of meeting materials, and preparation of meeting minutes.

Administration and Planning Goal 5	Fair Housing: Affirmatively further fair housing and increase fair housing opportunities throughout the City through the removal of barriers/impediments to fair housing.
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Strategy 1 Carry out ongoing analyses and refinements to the City’s Analysis of Impediments (AI) to Fair Housing.

In FY2002, the City began a process called the Affordable Housing Needs Analysis. The Department has requested the participation of 150 stakeholders in affordable housing in four stakeholder groups: Homeownership Professionals, Rental Housing Professionals, Equal Access to Affordable Housing, and Neighborhood Affordable Housing Issues. Urban Development holds five meetings, one for each stakeholder group and a steering committee, approximately every other month. The information from these meetings and other data analysis will be used as the basis for the Analysis of Impediments to Fair Housing and Consolidated Plan. This process and analysis will be completed in FY2003.

Strategy 2 Enhance monitoring of Fair Housing indicators, including compliance with Section 504 regulations Fair Housing design standards and Community Reinvestment Act lending requirements.

Activity/Program	Description	Goals	Budget	Sources
Section 504 Monitoring	Urban Development Staff will work with the City’s Section 504 Compliance Office to receive updates and assist in ensuring that fair housing design standards are met in the new construction and substantial rehabilitation of residential units.	see description	Included in CD Staffing	CDBG FY2003
Home Mortgage Disclosure Act Data Analysis	Continue analysis of annual HMDA data to determine if lending institutions are meeting their Community Reinvestment Act requirements. Develop a HMDA database tied to Census and other CRA data.	see description	\$5,000	CDBG FY2003

Strategy 3 Increase public awareness (for both consumers and providers) of fair housing law.

Activity/Program	Description	Goals	Budget	Sources
Fair Housing Activities	With the Lincoln Commission on Human Rights, Fair Housing Working Group and other Fair Housing partners, the Urban Development Department will continue to implement a strategic plan to provide public information and education on fair housing issues, including fair lending.	see description	Included in CD Staffing	CDBG prior yr

Strategy 4 Ensure the City’s compliance with Federal Fair Housing law through regular review and, as needed, amendments to Title 11 of the Lincoln Municipal Code (Equal Opportunity Ordinance).

Ongoing compliance with Federal Fair Housing law will be achieved through regular review of Title 11 of the Lincoln Municipal Code (Equal Opportunity Ordinance) in partnership with the Lincoln Commission on Human Rights. When findings of noncompliance are made, the City Attorney’s Office will be notified and an amendment to the Ordinance will be requested.

Strategy 5 Improve participation in the City’s affordable housing programs by underserved populations

Activity/Program	Description	Goals	Budget	Sources
Fair Housing Marketing Requirements	All City loan recipients of tenant occupied properties must certify their compliance with Fair Housing policy and Marketing Requirements through a signed Statement of Affirmative Marketing. By signing this statement the loan recipient agrees to adhere to all laws which prohibit discrimination in housing and to market and rent units an affirmative manner.	see description	Included in CD Staffing	CDBG FY2003
Affirmative Marketing Plan for Programs	Continue to implement minority marketing plan to encourage participation by racial and ethnic minorities in housing programs and community development activities.	see description	Included in CD Staffing	CDBG FY2003

Urban Development Staff will also be working to develop two training programs to remove barriers to homeownership. The Department will work with Neighborhoods Inc. to implement a Basic Financial Skills Training program in English and Spanish. This training would help to prepare those lacking basic financial skills to progress into the First-Time Home Buyer Training program.

COMMUNITY SERVICES AND FACILITIES

Community Services and Facilities Goal 1	Human Services and Programs: Provide a wide variety of human service programs to meet the needs of low-income residents, with emphasis on meeting emergency needs, including those of homeless families and individuals; activities that build self-sufficiency; and social, recreational and cultural opportunities for youth.
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Strategy 1 Improve the ability of local human service agencies to provide services to low-income populations by assisting with program costs.

Urban Development will not fund the Community Services programs this fiscal year, due to CDBG funding cuts and the high administrative costs associated with the Community Services grants. Elimination of these “one time only” gap grants will not result in service providers cutting programs. Urban Development will assist local human service agencies in identifying sources of program funding at regularly attended meetings with human service agencies to help meet this goal. We will continue to provide technical support and information in their grant writing efforts.

Strategy 2 Create and support a coordinated system of case management services that assist households in becoming self sufficient.

Activity/Program	Description	Goals	Budget	Sources
HMIS	Implementation at agency level of information and referral, client tracking and data management computer software. Coordination by City/County Health Department. Strategy also included under Continuum of Care.	see description	Included in Continuum of Care	Included in Continuum of Care

Community Services and Facilities Goal 2	Neighborhood and Community Facilities: Support and maintain quality facilities that maximize the use, coordination, and delivery of community services to populations in need.
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Strategy 1 Improve ability of local human service agencies to provide services to low-income populations by assisting with improvements/repairs to facilities, emphasizing energy efficiency, ADA, and improvements to correct code deficiencies.

Urban Development will not fund the Community Facilities programs this fiscal year, due to CDBG funding cuts and the high administrative costs associated with the grants. Urban Development will assist local human service agencies in identifying sources of facility funding at regularly attended meetings with human service agencies to help meet this goal. We will continue to provide technical support and information in their grant writing efforts.-